



University of Idaho

Idaho WOI (WI)/
Caine Veterinary Teaching Center

STRATEGIC PLAN

2009 - 2013

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Vision:

The Faculty and Staff of the Caine Veterinary Teaching Center, by their commitment to promoting animal and public health, contribute to the benefit of society. The responsibility of transferring science-based, medically related information and technology to veterinary students, veterinarians, animal owners and caretakers and the public concerning animal and related human health, food safety, and the environment through education, research, public service, and outreach, effects positive changes in the livelihood of the people of Idaho and the region.

Mission Statement:

The Faculty and Staff of the Caine Veterinary Teaching Center will address the animal health needs of the food animal industry of Idaho through education, research, public service, and outreach by providing:

- Formal hands-on educational experiences in production animal medicine and management for senior students in the Washington-Idaho professional veterinary medical education program,
- Research on production animal diseases and management,
- Laboratory and on-farm disease diagnostic expertise for the production animal industry,
- Continuing education programs for veterinary practitioners and specialists,
- Outreach and continuing educational programs for livestock producers and allied industry groups, and
- Information to the public concerning zoonotic and animal diseases, and their impact on human health, food safety, and the environment when requested or appropriate.

Authority and Scope:

The funds for this Program are appropriated annually by the legislature since 1973. Originally, it was for the purpose of providing 15 seats for Idaho resident students per year at WSU School of Veterinary Medicine (but was later reduced to 11).

The Caine Center was opened in September 1977, in Caldwell, as a part of Idaho's contribution to the Program. It is a University of Idaho, off-campus unit and is part of the Animal and Veterinary Science (AVS) Department in the College of Agricultural and Life Sciences. The Center serves primarily as a food animal disease referral clinic and teaching center where veterinary students from Washington State University (Oregon dropped out of the Program in 2005) participate during their senior year in one or more two- to four-week elective block rotations in food animal surgery and production medicine.

At this time, the WOI (WI) Program annually provides 44 Idaho resident students with access to a veterinary medical education through this cooperative agreement. On average, 65-75% of new Idaho resident graduates of the WI Program are licensed to practice veterinary medicine in Idaho annually.

Responsibility for the Caine Center programs, daily operations, supervision and leadership for the faculty and staff lies with a WI Program Coordinator who functions as a Unit Administrator under the administrative supervision of the Head of the AVS Department. Tied closely to the food animal surgery and production medicine teaching program is the Caine Center's service and diagnostic program providing service to producers and veterinarians throughout Idaho.

Teaching:

The success of the Caine Center's highly-rated and effective veterinary medicine teaching program has been largely due to providing a practical, hands-on approach to clinical problem solving. Nine food animal blocks are offered: 1) General Food Animal Medicine for students interested in a mixed-animal practice providing clinical skills, individual animal medicine, and herd health; 2) Dairy Production Medicine, 3) Bovine Reproduction/Biotechnology, 4) Cow/Calf Production, 5) Beef Cow Calving Management, 6) Feedlot Medicine, 7) Sheep/Lambing Management, 8) Small Ruminant Clinical Medicine and, 9) Special Topics Project.

The Caine Center also provides summer internship opportunities that are specially designed for UI/AVS Department pre-veterinary students. An on-campus WI faculty member serves as an advisor for pre-veterinary students, and also teaches in the UI/AVS Department and in the second- and third-year instructional programs at the Washington State University College of Veterinary Medicine at Pullman.

Research:

Research currently underway by Caine Center faculty includes Johne's disease in cattle, sheep, and goats, scrapie in sheep, vaccination efficacy in calves, and collaboration with the Idaho Department of Fish & Game on wildlife/domestic disease interaction.

Service/Outreach/Extension:

Caine Center faculty members are heavily involved in outreach activities carried out through daily/regular interaction and consultation with livestock producers, commodity groups, veterinarians, UI Extension specialists, and others on a variety of topics including: production medicine, disease control or prevention, animal welfare, and reproductive problems. Faculty members also contribute material on a regular basis to lay publications and industry newsletters, and are active in their state and national professional associations as well as commodity and industry groups.

Goal I: Continue to provide and improve a quality, highly-rated and effective teaching program with an innovative and practical approach to clinical problem-solving.

Objectives:

1. Encourage and support continuing education for faculty to keep abreast of new knowledge and innovations in their fields of expertise.
 - *Performance Measure:* Number of faculty participating in continuing education training.
 - *Benchmark:* Each faculty member will participate in at least one National Veterinary Meeting per year.
2. Explore new teaching methods by incorporating new material into existing blocks or by developing new, pertinent specialty medicine and management blocks combined with field experiences to enhance students' expertise and confidence.
 - *Performance Measure:* Percentage of new teaching material incorporated into teaching material per year.
 - *Benchmark:* New material and/or methods equaling not less than 7% per year.
3. Expand partnerships with industry, state and local government agencies, and private foundations to encourage the funding of unique learning opportunities such as internships, preceptorships and residencies.
 - *Performance Measure:* Number of learning opportunities such as internships, preceptorships and residencies.
 - *Benchmark:* At least one new learning opportunity incorporated into Program every third year.
4. Continue active solicitation of live animal referral cases from veterinarians in order to maintain an adequately large animal caseload to provide professional veterinary students with teaching resources and expand their clinical experiences in Production Animal Medicine.
 - *Performance Measure:* Number of live animal cases seen per year.
 - *Benchmark:* Live animal cases seen per year to remain level or to increase.
5. Pursue opportunities for contracts/agreements with veterinary schools outside the WOI (WI) Program to provide food animal medicine teaching experiences at the

Caine Center for their senior veterinary students, and an additional revenue source for the Caine Center.

- *Performance Measure:* Number of students participating in Program from outside schools.
- *Benchmark:* Two students per year from other Veterinary Schools.

6. Continue communication and interaction with the WSU Veterinary School clinical medicine administration and faculty to identify students and areas of food animal production medicine training that would be enhanced by providing those opportunities at the Caine Center.

- *Performance Measure:* Percentage of WSU students enrolled in Caine block rotations
- *Benchmark:* Participation in at least 80% of our available 65 student blocks (52 students per year).

Goal II: Provide the atmosphere, environment, encouragement, and time for faculty members to allow them to cultivate and nurture their scholarly and creative abilities.

Objectives:

1. Mentor, nurture, and encourage new faculty to ensure they have opportunity for collaboration on research projects with senior faculty, to apply for grants and contracts from various sources, and that they are progressing in an organized fashion towards reaching their research goals.

- *Performance Measure:* Publish research papers or abstracts, number of presentations given, amount of external funding, papers published.
- *Benchmark:* Publish two research papers/year (based on a 100% research appointment) in peer-reviewed journals, meeting CALS annual evaluation performance goals for each faculty member.

2. Partner with faculty and staff from other disciplines or agencies to focus the research expertise and limited resources of the Caine Center faculty to selected issues.

- *Performance Measure:* Secure significant research projects with participation by two or more faculty or staff.
- *Benchmark:* Maintain one or two collaborative projects/year.

Goal III: Provide continuing educating opportunities for producers, youth groups, and industry through outreach programs.

Objectives:

1. Continue to seek more opportunities for educating producers, youth groups, and others on improving agricultural animal production by the use of better nutrition, good management practices, and preventative medicine.

- *Performance measure:* Number of outreach efforts made by faculty and staff per year.
- *Benchmark:* At least one outreach meeting conducted per faculty member per year.

2. Facilitate more field investigation activities by enhancing ability to respond to requests in outlying areas of the state and continued collaboration and consulting with the University of Idaho Extension System and other University departments providing animal health expertise when needed or requested.

- *Performance Measure:* Number of field investigations conducted per year.
- *Benchmark:* Increase field investigations over the previous year.

3. Sponsor clinical symposia including wet labs demonstrating special techniques for veterinarians and specialists, participate in local and state association annual meetings, and sponsor speakers for local or state meetings.

- *Performance Measure:* Number of clinical symposia conducted per year.
- *Benchmark:* One clinical symposium every other year per faculty member.
- *Performance Measure:* Number of local or state association meetings attended per year.
- *Benchmark:* One local and one State meeting attended by at least two faculty members per year.
- *Performance Measure:* Number of talks given locally or statewide per year.
- *Benchmark:* One local talk given by each faculty member per year.

Goal IV: Enhance and expand diagnostic laboratory and field services for the veterinarians and livestock producers in Idaho and the region.

Objectives:

1. Continued updating of clinical and laboratory instrumentation as budgets allows to reduce cost, enhance and expand diagnostic laboratory testing procedures and services for veterinarians and livestock producers in the region.

- *Performance Measure:* Number of diagnostic samples processed annually by the Clinical Pathology, Bacteriology, Virology, and Histology Laboratories.
- *Benchmark:* A 5% increase in laboratory accessions per year.

2. Partner with other University departments or units and state agencies to enhance services, hire needed expertise, improve quality and expand diagnostic testing for zoonotic and communicable diseases of importance to Idaho and the Northwest region.

- *Performance Measure:* Hiring of new professional personnel in conjunction with other departments or agencies to enhance laboratory capability.
- *Benchmark:* Within two years recruit and hire a Veterinary Pathologist, in conjunction with the State Department of Agriculture.

Goal V: Sustain and enhance an energized and productive work environment that is adaptable, dynamic, and vital, enabling the Caine Center to advance strategically and function efficiently within the organization and structure of the AVS Department.

Objectives:

1. Continue to encourage and foster relationships that allow for open communications about difficult issues and diversity among employees by developing a socially healthy and welcoming environment characterized by trust and respect.

- *Performance Measure:* Enable regularly scheduled meeting times for interaction by faculty/staff, teams or workgroups.
- *Benchmark:* Monthly general staff meetings with opportunity for input by individuals as well as team reports and updates.

2. Continue to ensure that the Caine Center is maintained as a safe workplace for employees and students through proper training and monitoring.

- *Performance Measure:* Conduct program and safety orientations for faculty, staff and students.
- *Benchmark:* Document that each student in rotations and all new employees receive initial orientation; organize and conduct safety training as appropriate.

3. Align employees' position descriptions with their actual job duties, and document performance as a basis for annual pay adjustments.

- *Performance Measure:* Up-to-date position descriptions for board-appointed and temporary help positions; annual review of performance for each employee.
- *Benchmark:* Conduct annual performance review of each employee, including revision of position descriptions as necessary.

4. Provide opportunities for and encourage personal and professional growth through participation in health and wellness, and continuing education opportunities.

- *Performance Measure:* University-sponsored or department-funded development opportunities for faculty and staff.
- *Benchmark:* Achieve a minimum of 50% of employees annually participating in continuing education and enrichment opportunities.

Key External Factors:

1. Funding:

- Salaries.
 - Limited ability to attract qualified faculty and staff due to salaries less than other regional public universities, resulting in unfilled positions. This, in turn, causes undue burdens on remaining faculty and staff to execute the Center's mission, and limits faculty's time for research activities.
 - Annual raises and promotions depend on legislative appropriations, which are often meager. Supervisors are usually unable to reward their employees financially for excellent performance and personnel leave for better paying jobs.
- External funding limitations.
 - Inadequate or limited start-up funds for new faculty members' research.
 - Less availability of extramural funding for animal disease research.
- Capital outlay funding is limited or often unavailable, and new instrumentation is very expensive.

2. Employee Benefits:

- Health care costs have increased and benefits have been reduced, which has a negative impact on employees and undermines morale.

3. Other Factors:

- Fewer students nationwide are interested in food animal medicine which makes it difficult to increase student numbers.
- Livestock markets fluctuate, causing clientele base to fluctuate.
- Allied industries are less able to support food animal-related research and field activities in times of economic downturns.